EXECUTIVE SUMMARY

OVERVIEW

In an environment where over 50% of change interventions fail, the majority of workers report they are dissatisfied and employee disengagement is estimated to cost $300 billion, this publication **"opens the black box of improvement interventions to find out what works and why."**

There are currently many types of change/improvement interventions being used. This study provides a longitudinal analysis of one approach to successfully guiding organizations through major transformation. **Article analyzes sequence of strategies used by external facilitator Christine A. Johnson resulting in** a highly positive experience of major organizational change by participants including: **enhanced resilience**, increased adaptability to change, and **ability to overcome challenges** interfering with momentum.

Chase, et al emphasize that since a system cannot see itself use of an outside facilitator represents a highly effective strategy for guiding organizations during major change and amid shifts over time. The authors stress that undertaking a substantial change not only requires technology implementation but also a series of deep organizational mental model shifts to enable effective use of technology. Using this type of organizational change strategy increases the probability of success since organizations change only if and when the people in them change.

METHODOLOGY

Four types of change management *resulting in long term changes*
1. **Consulting.** Focusing on the organization as a whole
2. **Coaching.** Working with individuals or groups of individuals within the organization
3. **Negotiating.** Galvanizing individuals and groups to resolve interpersonal conflicts
4. **Connecting.** Understanding reality through the eyes of participants

Four core implementation strategies *used in specific order with each building on the previous strategy*
1. **Expansive, multi-directional and connecting approaches.** New communication styles
2. **Solving practical problems together.** Team problem solving; whole becomes greater than sum of parts
3. **Modeling facilitative leadership.** Directing process and empowering others to participate
4. **Encouraging an expanded organizational vision.** Exploring a greater vision for work

RESULTS

1. **Highly positive experience of major system change**
2. **Internal shifts of role identity**, especially for leaders
3. **New ways of conceptualizing work**; Participants learn to think and behave in new ways
4. **Successfully achieving benchmarks**